



HARVARD SUMMER SCHOOL

STUDY ABROAD PROGRAMS

FACULTY DIRECTOR HANDBOOK

Harvard Summer School
Study Abroad Programs
51 Brattle Street, Cambridge, MA 02138
www.summer.harvard.edu/abroad
<http://www.summer.harvard.edu/safr>
summerabroad@dcemail.harvard.edu

Dear Colleague,

Every year, the Harvard Summer School offers approximately 25 study abroad programs designed and led by Harvard faculty. The academic and scholarly opportunities offered to students through these programs are remarkable and are made possible by the deep commitment of faculty leaders. Time and again, I have been impressed by the array of programs we offer and the dedication of the faculty who direct them.

From focused foreign language courses to immersed study of a location-specific topic, studying abroad during the summer offers students multiple opportunities: They can learn a new language, or deepen their fluency in a foreign language while immersing themselves in a new culture; they can explore a new discipline or strengthen their knowledge of a current field of study; and they can fulfill degree requirement while maintaining their course of study on campus during the academic year, to name but a few. Faculty who develop and lead programs abroad have equally productive and rewarding summer experiences: Teaching on site allows them to experiment with new pedagogical methods and approaches, and can also contribute meaningfully to ongoing faculty research projects; and working with a smaller group of student in an intensive summer session gives faculty the chance to mentor and advise students in a way that is simply not possible during the academic year.

This handbook includes information to help faculty plan programs and put together proposals for new programs. It, also serves to inform both prospective and current directors of Summer School policies, procedures and protocols. The HSS Study Abroad Faculty Resources Website (SAFR) provides similar planning resources, as well as tools for on-the-ground support and can be accessed here: www.summer.harvard.edu/safr.

If you have questions regarding study abroad programs, please feel free to contact us.

With thanks for your interest, and best wishes,

A handwritten signature in black ink that reads "Sandra Naddaff". The signature is fluid and cursive, with a long horizontal stroke extending from the end of the name.

Sandra Naddaff
Dean, Harvard Summer School
Senior Lecturer on Comparative Literature

Table of Contents

GENERAL INFORMATION

Office Directory.....	4
Study Abroad Mission.....	5
Program Guidelines	6
General Policies & Regulations	8
Role of the Program Director.....	9
Program Support Staff.....	11
Program Operation	12
Recruitment, Application, Admissions	12
Academic Policies	13
Pre-Departure Guidelines.....	14
In-Country Recommendations	16
During and After the Program.....	17
Program Finances	18
Budgets and Program Expense Management.....	19
Travel, Lodging, Meals.....	22
Student Discipline.....	24
Addressing Behavioral and Academic Problems.....	24
Sample Warning Letter, Academic Integrity.....	25
Consequences	26
Health and Safety	27
Harvard Travel Assist, Harvard Travel Registry	27
Incident Reports.....	29
Emergency Protocols	31
General Crisis Management	31
Natural Disasters, Civil Disturbance, or Terrorism	32

NEW PROGRAMS

Intro to Program Planning.....	34
Program Proposal Packet	35
Program Planning Timeline	36
PIFIE.....	37
Site Visits.....	37

APPENDIX

Program Proposal Outline	39
Site Visit Evaluation Form.....	41
Program Budget Template	45

Office Directory

Harvard Summer School offices are open Monday through Friday, 9 am–5 pm. During the summer, contact the Dean of Students (24/7) with any urgent matters or emergencies.

Harvard Summer School

51 Brattle Street

www.summer.harvard.edu

www.summer.harvard.edu/abroad

Office of the Dean of the Summer School

51 Brattle Street, summerabroad@dcemail.harvard.edu

Sandra Naddaff

Dean of the Summer School, Senior Lecturer on
Comparative Literature
snaddaff@fas.harvard.edu
617-495-5650

Karen Flood

Associate Dean for Academic Affairs, Harvard Summer School
kflood@fas.harvard.edu
(617) 998-1133

Matilda West

Assistant Director, Summer Study Abroad Programs, Harvard Summer School
matilda_west@harvard.edu
(617) 998-8593

Alex Lopatin

Coordinator, Summer Study Abroad Programs, Harvard Summer School
alopatin@fas.harvard.edu
(617) 998-9602

Office of the Dean of Students

Robert Neugeboren

Dean of Students, neugebor@fas.harvard.edu
(617) 495-1765
24/7 Cell Phone: 781-526-4292

Study Abroad Mission

1. To provide a rigorous academic experience for students, in keeping with Harvard's standards of academic excellence.
2. To expand study abroad opportunities across all academic disciplines, from languages and culture to the social and natural sciences, including cross-disciplinary study.
3. To provide students with a special opportunity to immerse themselves in a different society, gaining new perspectives on their own and other cultures.
4. To contribute to students' personal development by helping them gain a greater sense of self-reliance and confidence in their ability to interact with cultures other than their own.
5. To provide a safe and structured environment for this development.

Harvard Summer School

The Harvard Summer School (HSS) provides the administrative, logistical, and technological framework for the operation of faculty-proposed, faculty-led, and HSS-approved study abroad programs. This includes the maintenance of standard-format websites and an online application system for all programs, the setting of tuition rates, processing of payments, and disbursement of funds, and the implementation of University and departmental academic, disciplinary, personnel, student health and safety, and other regulations noted in this handbook.

All programs are proposed, designed, and executed by Harvard faculty who serve as the Program Director. When a faculty member submits a proposal (see the "New Programs" section of this handbook), the role of HSS is to assess the feasibility and potential value of the program as an addition to the HSS roster, to advise the faculty member on potential administrative, budgetary, or other challenges, and to determine whether or not to approve the program. Programs may be maintained for many years, suspended for one or several years, or cancelled altogether depending entirely on the schedule, competing professional commitments, or other considerations of the Program Director.

Harvard undergraduates seeking personalized guidance regarding study abroad or how to incorporate study abroad into academic or professional plans should consult with the Office of International Education (OIE): <http://oie.fas.harvard.edu> and the Office of Career Services (OCS), respectively: <http://ocs.fas.harvard.edu/>. Harvard graduate students should consult with their respective departments for comparable services.

HSS does not provide any funding for study abroad students, either merit or need-based. Every year, many Harvard students are able to attend study abroad programs thanks to financial support from a variety of University sources. Harvard College students are eligible to apply for funding through the Office of Career Services (OCS) if they have not previously received Harvard funding for an international experience lasting four weeks or longer. All HSS study abroad programs qualify for funding through the [OCS Funding Application for Harvard Summer School Study Abroad Programs](http://ocs.fas.harvard.edu/harvard-summer-school-study-abroad-programs): <http://ocs.fas.harvard.edu/harvard-summer-school-study-abroad-programs>

Harvard undergraduates and graduates can secure funding for study abroad from many other University sources, including regional or globally-focused institutes such as the Asia Center, Davis Center for Russian and Eurasian Studies, Center for Middle Eastern Studies, and the Weatherhead Center for International Affairs. Note that funding applications, criteria, and deadlines for all scholarship/grant sources are entirely separate from HSS.

Program Guidelines

- **All Summer School Study Abroad programs will be based in academic course work totaling eight credits. This requirement is met either in two separate half-courses, or one intensive course.** As with all Summer School offerings, the coursework component of proposals will be reviewed by the relevant department within FAS for credit and concentration-credit purposes.
- Programs may begin as early as late May (after Commencement), with the majority starting in early June.
- **Most Summer School Study Abroad programs enroll a maximum of 15 students, and typically have an instructional staff of two-to-three people maximum per 8 credits.** In other words, one faculty member may teach an intensive, eight-unit course, or two faculty members may teach one eight-unit or two four-unit courses. You may also include one Teaching Assistant or other type of course assistant on your instructional staff, as long as your course is at full capacity. Longer courses, or those with larger or smaller enrollments may be exceptions requiring different staffing. Larger, multiple-course programs may also benefit from a residential coordinator.
- **When planning your courses, please keep in mind the concepts of inclusiveness and student interests.** The most popular of our existing Study Abroad programs are those that are open to a broad spectrum of students. Courses do not have to be language-based, although a non-credit language component may be helpful. Cross-disciplinary programs tend to be especially popular. 35 contact hours are expected, at minimum. Remember that these courses are intended to be intensive, and to give instruction equivalent to two regular 12-week Harvard courses, but are *not* intended to drown students in readings and assignments. **Although we recognize that learning happens both in and out of the classroom, please note that only classroom instruction can count toward the 35 contact hour requirement.** Programs should aim to support the Harvard College curricular goals of providing international exposure for Harvard students and helping them achieve global competency.
- All programs should **consider their safety and security needs from the early planning stages** — and throughout the duration of the program. See also the Emergency Protocols section of this handbook.
- **Summer School Study Abroad programs often work with a partnering institution in the host country.** This is usually an educational institution that helps with local logistics, e.g. room and board, classroom space, excursions, and facilitating local speakers. Local faculty and guest scholars may be drawn from the local institution. An institutional relationship such as this can be invaluable to faculty in handling organizational details and ensuring compliance with local regulations. Partnering institutes can often bill the Summer School directly for the bulk of program expenses, relieving the hassle of multiple foreign transaction bill payments. Finally, partnering institutions generally have strong relationships with other local facilities such as hospitals, lawyers, and security services, which can be called upon should emergencies arise.
- The Summer School will work with faculty Program Directors, Harvard's Office of General Counsel and partner institutions to draft any **necessary contract for services, payments rendered, and any specific requirements of the program.**

- Summer School Study Abroad programs **strive to integrate students into the host society** via homestays with local families, dormitory living at local colleges or universities, weekend excursions to nearby points of interest, and involvement in local activities.
- The Summer School will set and enforce application, compliance (required forms and online pre-departure preparation), and payment deadlines for students. Generally, applications will be due in late January, with full payment due in May. The [Office of Career Services \(OCS\)](#) manages the funding process for Harvard College students according to a schedule determined in consultation with the Summer School. **See also the Study Abroad Timeline in this document.**
- **All Summer School Study Abroad programs will ordinarily be at least eight weeks in length.** We are guided by the requirements of the David Rockefeller International Experience Grants (DRIEGs) that Harvard students may use to fund their participation in our programs. The guidelines for the DRIEG state that programs must be at least eight weeks in length in order to qualify for that funding. Programs that require a more intensive teaching schedule or more extreme living conditions may be shorter, although students choosing these programs may be more limited in their funding options.
- The Summer School has **basic policies that students must adhere to during our programs.** These are described on the [Admitted Students](#) section of the Summer School website, as well as the Summer School Student Handbook (available as a PDF on the [SAFR website](#)). Prospective Program Directors should familiarize themselves with these policies, so that your proposal is in line with basic expectations.
- **We look forward to working with Program Directors to promote our programs to both Harvard and non-Harvard populations.** Our Office of Communications and Marketing will prepare the official HSS Study Abroad website and some promotional print materials, but you are welcome to explore other outreach strategies as well. We will ask you to provide content for your program website, including information about the study abroad site, detailed course descriptions and draft syllabi for students' reference, and photographs and commentary from previous years (if available). **We will also ask faculty to be available for one or two promotional events at which they will be able to meet with prospective students.** Should you wish to arrange your own separate information session, we are happy to help with that as well.

General Policies & Regulations

We inform all HSS study abroad students of the policies listed below via direct communications from our office and the HSS Registrar and Dean of Students. In addition, these are all posted on the [Admitted Students](#) section of the Summer School Study Abroad website. We appreciate your help in understanding these, as well as supporting and enforcing these policies with students.

- **Students may not arrive late or leave early or otherwise miss part of the program.** Programs are intended to immerse students in the local environment and meet Harvard's curricular standards. Arriving late or departing early may cause students to miss important information or aspects of the course, and is therefore not permitted. Please do not make special arrangements for late arrival or early departure for any reason.
- **Students must participate in the full program.** They may not take just part of the program, such as one course only, or substitute an independent study or other project for coursework.
- Students are **not allowed to participate in non-program related internships or seek employment during the program.**
- **Students must live in program accommodations.** They may not make their own housing arrangements, and we cannot accommodate requests for spouses or other family members to live in the program-sponsored accommodations.
- All students **must sign and submit the Conditions of Participation and General Risk and Release Form, as well as a doctor-signed Health Clearance Form in order to participate.** These forms will be distributed after acceptance into the program.
- All students **must abide by the policies outlined in the Harvard Summer School Student Handbook,** distributed prior to the start of the program.
- **Programs in risky areas may be cancelled.** Harvard Summer School is aware of the risks associated with international travel, and adheres to the Harvard College Policy on Undergraduate Travel Abroad. This policy sets forth international travel restrictions for Harvard College students and post-baccalaureate fellows. **Harvard Summer School reserves the right to cancel or adjust any program should the risk rating for that particular location change before or during the program.**
- **Programs may also be cancelled for other reasons. The Summer School reserves the right to cancel programs due to low enrollment or local adverse conditions.** Such a decision would be made either after the application process is closed (if the number of applicants is too small to support the program) or in March, after students have made final commitments. In rare instances, a program may need to be cancelled later in the spring.

Role of the Program Director

- **Typically, one faculty member will take the lead as Program Director.** Program Directors should hold the rank of Senior Preceptor or above.
- **The Program Director is the primary contact with the Summer School, students, and other offices at Harvard that are supporting our programs, and serves as the academic and administrative representative of the program.**
- **All faculty should review the Summer School Faculty Handbook (available on the [SAFR website](#)) for specific information on Student Conduct, grade policies, etc.** While the Handbook is generally written for instructors teaching here in Cambridge during the Summer Session (focusing on local resources), the same standards for credit, grading, and student conduct apply to all Summer School students.
- **The Program Director will administer the program on site, provide a pre-departure and on-site orientation, and is expected to be on site and in country for the duration of the entire program.**
- **The Program Director also takes the primary role of overseeing student well-being;** our programs must provide a safe and productive academic setting for everyone involved. **The Program Director and other faculty are required to provide pre-departure orientation for students, specific to the program location and course content.** The Summer School will work with all instructional staff to provide an appropriate level of preparation and training prior to program launch. This may include participation in planning meetings for instructional staff, mandatory attendance at risk management training sessions, and the collection and management of local contact information, updates on safety provisions on site, and other information as deemed necessary.
- **The Program Director is responsible for overall budgetary management of the program.** It is important for you to understand the full financial implications of your program. HSS is not endowed, so whatever we spend on these programs, we must cover through student fees. The Summer School will set tuition for your program, based on the proposal budget and in consultation with our financial staff.
- **Depending on the amount of advance payment that can be organized, the Program Director will be responsible for managing more or less of the program's day-to-day finances.** This may include paying for excursions, meals, emergencies, etc. The Summer School staff will work with you to prepare for in-country financial management.
- **The Program Director will be asked to provide three budgets during the planning process.** First is a general estimate of expenses that must accompany your program proposal. This helps us to understand the financial aspects of the program, as well as to identify any payment or funding issues early in the planning process. Once the program is approved, you will be asked to provide a refined version of that budget, pursuant to your plans for the coming summer. This second request typically comes in November, with a due date before the December holiday, and is a standard part of the Summer School's financial planning process. Finally, also in December, we will ask you for a *student* budget - a short list of any additional expenses that a student may incur while on your program, that are not included in the program fee (laundry, communications, meals, miscellaneous excursions, and so on). **See the Financial Guidelines section of this document for additional detailed information on budgets and program financial management.**

- **All Harvard faculty will be paid 1/9 of their annual FTE, or \$12,000 (whichever is higher) per four units of instruction.** If one faculty member teaches an eight-unit course, the salary will equal 2/9 of their annual FTE. For team-taught courses, the compensation for each instructor will be calculated using the higher FTE, and then dividing equally between the instructors. **Compensation for non-Harvard faculty will be commensurate with HSS visiting faculty rates. Salaries for Teaching Assistants and other staff will be determined based on duties, responsibilities, and budget constraints.**
- Expenses that will be covered by HSS include travel, lodging, and a modest meals supplement (in the form of a per diem) for the duration of the program. Unfortunately, we cannot support dependents traveling with faculty. **More information on financial policy and management is provided in the Financial Guidelines section of this Handbook.**
- **Keep confidential information confidential.** The Summer School is committed to maintaining a secure data environment, and reminds Study Abroad faculty and staff that communication of confidential information (ID or passport numbers, grades, any identifying information) via email is prohibited by University policy. Whether you are using a Harvard-owned computer, or travelling with your own machine, please be sure to familiarize yourself with the policies and procedures found at: security.harvard.edu. You are welcome to contact security@dcemail.harvard.edu with any questions.

Program Support Staff

Depending on the size and structure of your program, you may wish to hire one or multiple support staff to assist with teaching and/or administrative tasks on-site.

Most of our programs, except for very small programs, employ one Teaching Assistant to assist the Director with specific components of classroom instruction, to serve as an initial go-to person for students with academic or personal concerns, and to handle logistical and general administrative issues (e.g. facilitating homestays, guiding students on program activities, handling facilities reservations, producing program videos or newsletters, etc.).

Large programs may, in addition to a TA, employ a Resident Coordinator. In this case, the TA's responsibilities may be more narrowly focused on academic support, while the Resident Coordinator manages day-to-day program logistics and administrative tasks, as well as serving as the go-to person for student health, safety, personal, and daily-life concerns. The Coordinator may also be called upon to assist with pre-program tasks, such as answering inquiries from prospective students, notifying applicants of their admissions status, student visa acquisition, program website updates, and pre-departure meetings for students.

Each study abroad program has its own specific complexities, challenges, and distinctive features, and the precise role of support staff may vary from program to program. **Be sure to consult with HSS beforehand when considering how best to staff your program.** HSS is responsible, in consultation with each Program Director, for generating all formal employment offers and contracts, and for confirming salaries and benefits that take into account your specific requirements and preferences. As the Program Director, you may at your own discretion solicit, interview, and select candidates for the specific staff positions(s) agreed upon between yourself and HSS. When considering candidates, bear in mind that a graduate student's strength in coursework, research productivity, and other academic qualities do not necessarily translate to success in a teaching or administrative role where interpersonal skills, organizational ability, discretion, and adaptability are likely to be of prime importance. For this reason, we strongly recommend that you examine applicants' work or volunteer experience to get a sense of their performance in capacities beyond the purely academic.

Regardless of how many or what type of staff you hire, you as the Director retain full and ultimate responsibility for all aspects of the program. Be sure to reinforce to students that they can always approach you with any personal or academic concerns if they would prefer, and be sure to make clear to your local partner institution(s) that ultimate responsibility for program operation rests with you.

Program Operation

The Summer School will hold at least two mandatory meetings for program directors and staff, one typically in early December and the other in early April. At our first meeting, we will review application, admissions and funding processes, as well as academic policy. Our second meeting will be focused on health, safety and security policies and procedures so that you are prepared to discuss these issues at your on campus and in-country orientation meeting with students. **See also the Emergency Procedures section of this document.**

Student Recruitment

The Summer School provides marketing support, which includes: posting your program on the Summer School website, inclusion of your program in all Summer School publications on study abroad, and referrals to your program in advising sessions on campus. Our focus is on web-based marketing, and we will produce one short print piece previewing all programs in the early fall.

In addition, HSS holds a Study Abroad Fair within the Office of Career Services Summer Opportunities Fair, typically held in early December. This Fair provides each program with a venue to meet with prospective students.

Finally, Program Directors are strongly encouraged to promote the program within your department, to colleagues and to your classes, as well as to relevant colleagues and departments at other institutions. We are happy to help arrange individual information sessions as well.

Application and Admissions

To apply, students must be at least 18, have completed 1 year of college, or be a first-year student, and be in good academic standing. For most programs, application requires a completed online application (available in early December), including a statement of interest in the program, a non-refundable \$50 application fee, and a transcript. Programs may require additional application materials or interviews. The application deadline for most programs is in late January. **You don't have to accept everyone, but all completed applications must be considered.**

Everyone is accommodated. If a student discloses a significant physical issue to you prior to the application process, s/he should be encouraged to apply just as any other student would. While we are not required by law to provide full accommodations for disabilities overseas, we *are* required by University policy to make every effort to do so. Our Disabilities office will work with you to determine the range of support that we can provide.

Program Directors should look for mature, academically-motivated students who are willing to broaden their horizons, experience a challenge, and grow as a person. Directors may request an interview with any applicant or any additional information even if this is not a formal part of the application process. **Programs generally fill with Harvard College students but students from other schools may apply.**

Program Directors send notifications (accept, waitlist, rejected) to all students based on the specific notification schedule set by the Summer School. Directors are encouraged to keep a waitlist, to fill in unexpected vacancies. Application deadlines may be extended if enrollments remain low but funding application deadlines are firm. Program Directors may wish to accept three of four more than your target enrollment if you have a large number of applications, as there will usually be some attrition.

The Summer School registers all accepted students into courses and students subsequently receive billing and course registration mailings from the Summer School. **These mailings will not include any logistical information, but it will provide them with due dates for payments, and mechanisms for how to make those payments as well as the required waiver forms.**

Academic Policies

In late May, the Registrar's Office sends all faculty a chart with important deadlines and due dates for the Study Abroad Programs. Detailed information about Summer School policies is available in the Summer School faculty handbook, with a reminder of some of these below:

Accommodations

- Before your program begins, a disability services coordinator will confirm the names of those students in your program who are approved for accommodations based on a disability. In addition, the disability services coordinator will discuss the approved accommodations in greater detail with you including how they can best be implemented out-of-country. Should a student approach you during the program to request an accommodation, please refer that student immediately to the disability services coordinator for assistance, (617) 495-0977 (voice) or (617) 495-9419 (TTY) and disabilities@dcemail.harvard.edu.

Pass/Fail Option

- Only Harvard College undergraduates may take courses on a pass/fail basis. Students may change their status to pass/fail by completing a [Pass/Fail Request form](#), and returning it to the Academic Services Office for processing by the deadline for their program.

Withdrawal Deadline

- Students who are unable to complete their program must complete a Study Abroad Registration Changes Form by the deadline for your program (set by the HSS Registrar). The form is available at <http://www.summer.harvard.edu/programs/study-abroad/admitted-students>.

Make-Up Exams

- If your course has a final exam and one of your students is unable to take the exam because of illness or extenuating circumstances, he or she may be eligible to appeal for a make-up final exam. Please do not make separate arrangements with the student to take the exam at another time. Instead, refer the student to the Academic Services Office for assistance. More information about make-up final exams can be found at <http://www.summer.harvard.edu/policy/exams/>.

Grades Online

- Please refer to the Registrar's Office important dates chart (mentioned above, available in late May) for information on when you may enter your grades online. An email will be sent to you approximately a week before your program ends with detailed procedures for submitting your grades online.

Pre-Departure Guidelines

Once program lists are final, Program Directors and program staff should plan at least one meeting with enrolled students in order to prepare them for the program. These generally take place in late April or early May. **Below you will find a checklist of items to cover in your program meeting – both prior to departure and again upon arrival in-country.**

HSS will provide the following materials to faculty for distribution to students and other program staff:

- Harvard Travel Assist wallet cards
- Summer School (yellow) emergency contact wallet cards
- Summer School ID cards

Setting & Managing Expectations

- **Discuss specific course expectations, grading standards, and academic policies.** Ask students to familiarize themselves with Summer School policies on academic integrity, which are similar, but not identical, to those of Harvard College. Students will receive the Harvard Summer School's *Handbook for Students* electronically prior to departure, and it is also available online, via the Summer School website.
- **Clarify policies and expectations regarding personal behavior, including use of drugs and drinking.** Since in many cases alcohol will be legally available to students, please stress that they are expected to act maturely in consuming it and remind them that being of legal age does not indemnify them against local consequences for alcohol-related behaviors. **Draw attention to the consequences of not following the Code of Conduct** as set out in the *Handbook for Students* and in the Conditions of Participation and General Risk and Assumption of Risk and General Release Form. See page 16 for additional information.
- **Address any particulars regarding local laws and customs,** and appropriate behavior during the program.

Required Waiver Forms

- Remind participants that they are required to **sign the Conditions of Participation and Assumption of Risk and General Release Form acknowledging risk and destination-specific activities that students are prohibited from engaging in, as well as setting standards of conduct and providing emergency contact information.** (See [SAFR website](#) for sample waiver form.)
- Remind participants that they are required to return a signed Health Clearance Form to the Summer School.

Practical Information

- Advise students on **what to bring and what not to bring.**
- **Describe the accommodations.**
- **Go over the student budget and discuss cash needs that students may encounter** – extra meals, laundry, free-time excursions, etc.

Travel and Visa Guidance

- **Confirm that all students have valid passports and clarify any required visa regulations for your destination.** Some partner institutions may provide supporting documents. Students must secure their own visas, but they may ask you for assistance. It is helpful if you know the general visa regulations for your destination, but you are not expected to know what each nationality requires to go there! **Inform your**

students that they are ultimately responsible for their own visas, and that they should not wait until the last minute to sort this out.

- **Confirm the date and time when students should arrive and depart from the program site.** Communicate to your students the best way to reach the program location. Make sure they have the local address and a telephone number at which an English-speaking program representative (or you) can be reached 24/7, in case of arrival delays.
- **Collect each participant's travel itinerary, particularly noting estimated time of arrival.** Share this information with your local coordinators, if applicable.

Safety Precautions

- **Discuss “street smarts” specific to your destination (basic travel safety).**
- **Provide students with emergency contact information:** director's cellphone, Summer School yellow emergency numbers card, and Harvard Travel Assist card.
- Inform participants of **emergency procedures** specific to your location.

Health precautions

- **Review region-specific health issues.**
- **Encourage all program participants to travel with a small first-aid kit appropriate for the destination and length of stay.** Emphasize to students the importance of traveling with a medical kit *specific to their individual needs*.
- **See the Global Support Services website for specific information on traveling with Medications:** <https://www.globalsupport.harvard.edu/news-advice/tips-traveling-medication>. Travelers are often caught off guard by the wide variance of laws regulating the importation and access to medications across borders, whether mailed or hand carried. Depending on the destination, students could be subject to increased scrutiny from customs officials or confiscation. The [U.S. embassy website](#) of your destination country is a good place for students to start. If any of a student's medications are on the list, have them talk with their health care providers about the suitability of alternatives legally permitted and readily available in the destination.

Health Insurance

Health insurance is required for all students participating in a program. Students may be covered by their University's Student Health Plan or by private insurance. All students must ensure that their medical insurance covers them during overseas study and in the specific country or region abroad to which they are traveling.

Faculty and students should be aware that most health insurance plans pay claims from abroad on a reimbursement basis. This means payment must be made by the student at the time of care and then the student must wait for reimbursement from the insurance company.

As the program director you should consult with your own insurance company regarding health coverage while working abroad and purchase supplemental insurance, if needed.

Responsible Use of Alcohol

Harvard expects its students, instructors, and staff to maintain a safe and healthy environment. Responsible use of alcohol should be emphasized at the pre-departure orientation and should also be discussed on-site. Students should be encouraged to use good judgment if consuming alcohol during non- program hours. Discuss with students their perception of alcohol use in the host culture, compared to and contrasted with alcohol use in the U.S.

Program Staff are prohibited from providing alcohol to or purchasing alcohol for the students participating in their study abroad programs:

- Group meals: Program Staff should clarify to the facility and to the students that pre-paid meals do not include alcohol.
- If students are individually purchasing alcohol at a group function in the presence of the Program Staff, it is the responsibility of the Program Staff to monitor responsible alcohol consumption and discourage excessive consumption of alcohol. In addition, as a Program Staff, you are in a position of authority and responsibility and must be capable of addressing an emergency should it arise.

In-Country Recommendations

We ask that you **inform the Summer School Assistant Director, Matilda West, by phone or e-mail once all the program participants have arrived safely.** If a participant has not arrived and travel delays have been ruled out as the cause, please contact the Summer School. Encourage students to check in - and stay in touch - with their families.

Directors should hold an onsite orientation the day that students arrive or the day after. Restate policies and expectations regarding academic issues and personal behavior, including use of drugs and drinking. Restate topics covered in the on-campus pre-departure meeting and include additional information on:

- Culture shock
- Host family/accommodations rules
- Money: exchange rates, carrying cash
- Food – if there are meal plans on your program, or special arrangements
- Academic program administration (important dates)
- Transportation
- Encourage students to watch out for one another, and to use a buddy system
- Emergency meeting point, primary and secondary
- Emergencies: HTA, first aid kit, nearest hospital
- Sexual Assault and resources
- Mental health emergencies and crisis prevention

Make sure to have cell phone numbers on file for all students and have a basic communication plan in place for emergencies.

During the Program

Please be sure the Summer School has any overnight local trip itineraries (provide us with dates, locations, and ways to reach you.) When planning motor vehicle excursions, always hire a driver or use public transportation due to liability issues.

Hired-Driver Best Practices: Important Questions to Ask

- Is the company (and driver) correctly licensed and insured?
- Is the driver trained in safe driving techniques?
- Are background checks required on all drivers that are employed by the company?
- Does the driver maintain communications with the dispatch office throughout the trip?
- Is the driver aware/familiar with the route being traveled and any surrounding areas that should be avoided?
- Is the vehicle properly maintained?
- Is the vehicle regularly serviced and inspected?
- Do the seatbelts work?
- Is there a first aid kit/fire extinguisher in the car?

ASIRT (Association for Safe International Road Travel) has a checklist with some things to consider for taxi/bus passenger safety. The link to the checklist is:

<http://asirt.org/portals/0/studyabroad/brochures/taxibuspassengersafetychecklist.pdf>

Non-Program Related Student Travel: Students studying abroad may want to make the most of their time away, and may want to travel to nearby countries or destinations during their free time. **You may make the rules about what travel outside of your program is permitted.** If students are permitted to spend nights away from your program, they must submit an itinerary and obtain your approval. Make sure that all participants understand that there may be visa requirements depending on where they go and what citizenship they hold.

Stress that all students must participate in all aspects or courses of the program and are expected to be present for the duration of the program. It is possible that a student may ask to leave the program for a short time in order to attend a family event. **In general, program absences are not encouraged and should be permitted only in emergency circumstances** (ie. my cousin's wedding in California is not an emergency circumstance).

End of Program

Make sure to tell your students the date and time when the program officially ends. Emphasize that neither you nor the program assistants will be available to help them with any travel complications after that date and time. Please get each participant's immediate travel plans in case we hear from worried parents.

Director's Reports are requested at the end of the program. A template will be sent each summer. In general, you will be asked to comment on all aspects of your program noting what worked well, what didn't, and your future thoughts for the program. We appreciate and value the information that you provide us - this information helps us to maintain and improve program quality.

Program Finances

These guidelines will help you to organize your program and personal finances for your Harvard Summer School (HSS) Study Abroad program. These have been endorsed by the Division of Continuing Education's Financial Systems Department, and are based on Harvard University's Travel and Reimbursement policies. We appreciate your attention to these recommendations, and we hope that you will not hesitate to contact us for further assistance.

As program director, you are responsible for the overall budget management of your program. It is important for you to understand the full financial implications of your program. **The Summer School is not endowed, so whatever we spend on these programs, we must cover through student fees.**

Faculty and program staff are responsible for reconciling your expenses according to University's policies, which are determined by Federal IRS regulations. Please follow the directions on the HSS expense reporting documents available on the [SAFR website](#). Documentation must be submitted within 35 days of the program end. If your reconciliation is late, or improperly documented, the amount advanced or reimbursed will automatically be deducted or considered taxable income to you.

What Harvard **DOES** pay for (entirely from student tuition fees):

- Student lodging and some meals (at least one meal per weekday)
- Program-related excursions (students pay for their own transportation to and from the program site)
- Course and/or program materials
- HSS marketing
- Individual group events before or after the program
- Staff salaries
- Staff lodging (check with the Summer School prior to reserving)
- Staff travel to the program (lowest economy fare), and on excursions
- Staff meals (via a meals per diem, see below)
- Guest lecturer fees (see rates section for amounts)
- Classroom or other space rental
- Administrative fees from local hosts/partners/facilitators
- Program supplies (communication needs, classroom needs, housing supplies for student lodging)

What Harvard **DOES NOT** pay for:

- Business class airfare
- Additional airfare upgrades (such as more leg room, early check ins)
- Expenses related to dependents traveling with faculty/staff (including extra or larger accommodations beyond a standard one-bedroom apartment, airfare or local travel, meals, childcare, activity entrance fees, etc.)
- Inoculations
- Any medical costs incurred by staff or students on-site not covered by insurance
- Equipment purchases that have not been pre-approved by HSS
- Site visits prior to the program start (see **New Programs** section below for funding options)

Budgets

Many Program Directors ask about how much money they can expect to have available for all program expenses. The most straightforward way of estimating this is to simply calculate the number of students your program can take, and multiply that by the tuition fee. **So, for example, a program with a tuition rate of \$8000 and a (target) student enrollment of 15 would have a budget of about \$120,000 to work with. All costs for the program – including salaries, fringe, etc. – should be covered by this amount.** If you find that this is not the case, you will want to reconsider more expensive program elements in order to bring your budget closer to that critical break-even point.

Program Directors will be asked to provide three budgets during the planning process, and returning program directors will be asked to submit two budgets each subsequent year.

1. For new programs, with your proposal, we ask for a **general estimate of expenses**. This helps us to understand the financial aspects of the program, as well as to identify any payment or funding issues early in the planning process. We will work with you to incorporate these figures into our budgeting formatting, but at a minimum we do need a clear list of anticipated expenses from you.
2. In November, we will ask for a **refined version of that budget**, pursuant to your plans for the coming summer. By this point in the planning process, you will have a good sense of the overall program, and will be able to more precisely estimate things like excursion costs, group meals, your and your students' lodging, travel, and so on. It is important to include as much information as you can on this budget, as it is part of the Summer School's larger financial planning process.

Returning Programs: If you have run the program in past years, you will be given a summary of the actual expenditures vs. your earlier budget from the last time the program ran.

All Program Directors: We cannot guarantee that large budget requests made after the budget submission (in winter or spring) will be approved.

3. In December, we will ask all programs for a **student budget** - a short list of any additional expense that a student might incur while on your program, that are not included in the program fee (meals not included, laundry, communications, and so on). Please be sure to specify exactly which meals and other trip-related expenses must be paid for by students on their own, separate from the tuition fee. HSS makes this information available on our website so that students who are applying can have a sense of how to budget their funds for the program.

Budgeted items are estimates of what you expect to spend. They are not guarantees of a certain amount of funding for a program element or individual. That said, we know that even the most carefully thought-out budget is at best a good estimate of actual expenditures. We understand that unexpected situations may arise that will require additional expenditures, and we will work with you to pay for unexpected program-related expenses. We try to be as accommodating as possible when things come up during the program, but we ask for advance notice of unusual or unanticipated expenses.

Managing Program Expenditures

Many Summer School Study Abroad programs affiliate with a local educational institution and this can help to streamline the billing of program expenses. If an affiliate organizes housing, classroom space, instructional materials, meals, group excursions, tours, and so on for study abroad programs, they will then simply bill Harvard directly for these services. This is the simplest approach, for all concerned.

Since institutional affiliation is not always possible, or even desirable in some cases, we will of course be happy to pay vendors directly for major services. Examples of such payments might include those for travel, lodging, space rental, tour companies, transportation companies, museums, etc.). **We can either pay by wire transfer or check directly from Harvard, or with our staff corporate credit cards.**

Smaller, daily expenditures such as group meals, tips, and so on, are generally covered by faculty using a declining balance card (see declining balance card section) or are paid for out-of-pocket using a personal debit or credit card with complete reimbursement after the program.

Issuing Checks or Wires to a Vendor

When we are asked to pay a vendor directly, we will request information about that vendor, as follows:

- Individuals: name, legal address, mailing address, email, and citizenship. Individuals will also be asked to sign a W-9.
- Organization: name, email, legal address, bank account details, bank address.

Individuals and organizations will be registered as a vendor in Harvard's payments system, and then we can either wire funds directly to them or send a check, as they prefer. **Note the following when working with vendors:**

- It will take approximately one month to set up a new vendor and make an initial wire; all subsequent wires will take approximately 14-20 business days from the time of invoice. Advance notice is therefore helpful, **and** we appreciate your advising vendors of this timing.
- The minimum amount for a USD wire transfer is \$1,000.
- USD wires are transferred on a daily basis
- Currently, wire transfers in foreign currencies occur twice a week, on Tuesdays and Thursdays only.
- Wire transfers are not available in all currencies.

In-Country Expenditures

If advance billing is not an option, please charge the expense to a Harvard corporate card, or personal credit or debit card, or use a declining balance card. Regardless of method of payment, all receipts must be accounted for and returned to the Summer School at the end of the summer.

1. Harvard Corporate Credit Cards

Harvard University permanent faculty may use a Harvard corporate credit card to cover program and personal expenditures. Unfortunately, these cards are not available to graduate students or non-Harvard affiliates. Use of

a Corporate Card requires adherence to the Summer School Corporate Card Expense Reporting Guidelines (see [SAFR](#) Financial Section for guidelines).

There are two important issues to keep in mind, however.

- First, you will need to save your receipts, and present them to us along with your corporate card electronic statement for payment before the payment-due date.
- Second, you are responsible for timely payment of the bill. You can pay the bill yourself and request reimbursement from us, OR you can present the statement to us and we will pay for you. In either case, Harvard will not pay late fees. So please be aware of when your bills will come due, and make arrangements for them to be paid when you are away, if necessary.

2. Declining Balance Card (DBC)

Declining balance cards can be issued to program faculty or staff. The cardholder will need to submit a signed request form and detailed budget to us. Please contact the Study Abroad Office for a DBC budget template. Requests must be received by April 1, at the latest, so that we can get you the card well in advance of your departure. During the summer, you should use the **Accounting Records Spreadsheet** that will be sent to you by the Study Abroad Office to categorize and record DBC expenses as you incur them. Note that, for purposes of expense recording, there is no distinction between payment via direct swiping and payment via cash withdrawn from the card, and both should be recorded as individual expense items on the same spreadsheet. You are responsible for submitting to HSS both your completed Accounting Records Spreadsheet and all the corresponding receipts within 30 days of the end of your program, along with the DBC itself. Use of a Corporate Card requires adherence to the Summer School Declining Balance Card Expense Reporting Guidelines (see [SAFR](#) Financial Section for guidelines).

There are several advantages to the declining balance card:

- You can use the card as a credit card, or to withdraw cash at an ATM. (Yes, there will be fees for these services; advance requests will be topped up with an appropriate percentage to cover the fees. You will not be responsible for reconciling fees.) You don't have to use your own bank account to hold the cash.
- You can withdraw cash as you need it. (There will be daily limits; you will need to let us know if you anticipate any large withdrawals so that we can set the limit accordingly.)
- Only the cardholder may use the card BUT these cards can be issued to non-Harvard affiliates. This means that non-Harvard people can use the card like a Harvard corporate credit card.
- In case of emergency, we can add to the card's balance within a couple of days, or increase the daily withdrawal amount, if you inform us promptly.

We should note that if the declining balance card is lost or stolen, we must be notified immediately, or you will be held responsible for the balance on the card.

3. Personal Credit or Debit cards

Faculty and program staff who incur program related charges on a personal credit or debit card may submit a reimbursement request at the end of the summer. Use of a Personal Credit or Debit card requires adherence to the Summer School Out-of-Pocket Expense Reporting Guidelines (see [SAFR](#) Financial Section for guidelines).

Special Payments

- ❖ **Guest Lecturers:** Typically paid \$150/lecture. Signed *Services Rendered Form* (see [SAFR](#) Financial Section for form) is required for all foreign individuals. Non-US guest lecturers may be paid out of DBC funds that you have budgeted for, you may pay out-of-pocket and request reimbursement, or we can issue a check. **Do not make any payments to U.S. citizens** using cash from your own funds or from a DBC. Contact HSS with the following information and a check will be mailed to the individual in approximately one month: name, legal address, mailing address, email, and citizenship. **Please note: You should not have more than three or four lectures in the course given by a guest lecturer.**
- ❖ **Gratuity:** May be paid out of DBC funds that you have budgeted for, or you may pay out-of-pocket and request reimbursement. Since a receipt is not available, you must submit a document stating the following: amount spent, date spent, justification.

Travel

The Summer School will reimburse or you can book through Harvard Travel the lowest-priced, non-stop economy airfare available.

For your travel to and from the course location, we encourage you to use the Harvard Travel Center (617-496-8000 or harvardtravel@bcdtravel.com) to book a ticket as this can be directly billed to the Summer School. Be sure to tell your agent that you will be paying by **web voucher** and to give them Matilda West's email address (matilda_west@harvard.edu); the agent will email a copy of your itinerary to Matilda for approval and then the voucher can be completed by the Summer School Financial Office.

You may also purchase tickets using your Harvard credit card and submit the receipt immediately upon purchase.

If you use a personal credit card to book tickets, you cannot be reimbursed until after the travel has taken place.

IMPORTANT: Your flight should leave from Boston, go directly to your program location, and return to Boston. **If you are planning a trip that does not meet these guidelines**, it is imperative that you check with the Harvard Summer School in advance.

Lodging

Most faculty arrange for their own lodging. **Please contact the Summer School to obtain approval of the cost prior to making a deposit. To ensure that all programs remain financially viable, Summer School budgetary policy provides for comfortable accommodations in a standard one-bedroom apartment (with kitchen facilities) for each faculty member.** We encourage you to book your housing in the early spring to ensure availability, security, and timely payment.

Payments can be made by wire or check, or you can also charge lodging on your Harvard credit card. Finally, you can pay for lodging yourself and be reimbursed by Harvard upon your return.

Per Diem (regular meals)

Meal supplements are typically about half of the daily Federal meals and incidentals per diem recommendation for your location, found [here](#). Why half? Few program budgets can withstand the impact of the full Federal meals per diem. The Federal rate generally assumes three meals/day in restaurants, while most of our staff will be in self-catering lodging. We will work with you to set a suitable daily meals allowance for your location. You do not need to keep your meal receipts if you are receiving a per diem. HSS can offer you the option of advance processing of a meals per diem payment, if proper documentation is submitted prior to the program start. Otherwise, per diems will be paid after the program end.

Please be aware that if you take the entire group out for a meal, you will need to pay for yourself separately. Since you are already receiving the per diem, you cannot also be reimbursed for your own meal with the group.

Business Meals

Please provide clear business purpose for business meals (e.g. dinner with local faculty to discuss course related issues.) If there are five or fewer participants, you must keep track of the participant names and indicate these on the receipt. If there are six or more participants, just provide the number and the affiliation. **You will be reimbursed for the cost of your guests' meal, but you must subtract the cost of your meal from the total amount that you report for reimbursement if you are receiving a per diem.**

Student Discipline

Student Responsibilities - Addressing Behavioral and Academic Problems

This section clarifies procedures arising from participants not meeting Summer School expectations and policies set out in the *Handbook for Student* and in the Conditions of Participation and Assumption of Risk and General Release Form (see the forms section of SAFR), which each student is required to sign and submit prior to departure. **Since every situation that arises is different, it is always wise to consult with the Summer School as soon as problems arise. Please contact Robert Neugeboren, Dean of Students at the Summer School, if you have any questions or need immediate assistance.** Dean Neugeboren may be reached at 617-495-1765 or neugebor@fas.harvard.edu during business hours (EST). For emergencies, Dean Neugeboren's 24-hour cell is 781-526-4292.

The Summer School Administrative Board reviews cases of students who are alleged to have violated Summer School policies, including those regarding course attendance and participation, academic integrity, and conduct. The Administrative Board, in accordance with Summer School policy, may impose disciplinary sanctions that include required withdrawal from a program.

In cases where a student's behavior or academic performance is becoming a problem, the program director should address the matter quickly and in writing. A written warning serves two purposes: it ensures the student understands the nature of your concern and what needs to be done to rectify the situation; and it provides a record should the student not improve and more formal action be required. (A sample warning letter is included, at the end of this section.)

If the situation is more serious, or the student's behavior does not improve, you should consult immediately (via telephone or email) with the Dean of Students Office at the Summer School, which can initiate a disciplinary process via the Administrative Board. The Ad Board can take any of a range of disciplinary actions in response to student misconduct, which then becomes part of the student's academic record, and in the case of Harvard College students is reported to the College Ad Board which may take similar action.

Attendance and Exclusion from a Course

Students are expected to attend all classes and complete all required coursework during the dates of the program. Most students who choose to study abroad are well motivated and will respond when informed, through a low grade on an early assignment or otherwise, that their performance is lacking. When the problem persists, and especially if it is a distraction or disruption to you and the rest of the class, there is another option: the student should be warned in writing that such behavior may lead to exclusion from the course and that exclusion is the equivalent of a failing grade. A copy of the warning should be filed with the Dean of Students office. If the student continues to neglect coursework after receiving this warning, the instructor may then send a second letter requesting exclusion to the Dean of Students. Once the instructor's exclusion petition is approved, the student is denied the right to any further course evaluation, including final and makeup examinations.

Sample Warning Letter

Dear (name),

Your (academic performance)/(behavior) in the Harvard Summer School Study Abroad Program in (country) has not been in keeping with the Standards of Conduct by which you have agreed to abide. (Detail the misconduct in a few sentences here.) I am therefore issuing you this formal warning and admonishment. In the absence of significant improvement, the Administrative Board of the Harvard Summer School may take more serious action, including requiring you to withdraw from the program.

Signed

Program Director

I have read and understood the contents of this letter.

Student signature, date

Academic Integrity

Summer School policies regarding academic conduct appear on the Summer School website, and are explained in greater detail in the *Handbook for Students*. Instructors should discuss these policies with their students at appropriate times during the course. Attention should be called to the rules concerning plagiarism, the use of online sources, and the submission of the same paper for credit in more than one course without the written permission of all the instructors involved.

The Summer School provides several resources to support academic integrity, including *The Harvard Guide to Using Sources* developed by the Harvard College Writing Program, a pair of online tutorials, and some tips for avoiding plagiarism. These resources are designed to help students learn how to properly use sources, so that they can write better papers as well as avoid common misunderstandings about the rules of proper citation. You should encourage your students to take the tutorials and to consult these resources throughout the summer.

The extent, if any, of permissible student collaboration in the preparation of papers, programs, or examinations must be carefully stated in writing by instructors at the outset of a course or course assignment. Students must assume that collaboration in the completion of assignments is prohibited unless explicitly permitted by the instructor. **(Please note: This is a difference from the College's collaboration policy.)** When it is permitted, students must acknowledge any collaboration and its extent in all submitted work.

Report suspected plagiarism, cheating, or other forms of academic dishonesty to the Associate Dean of Students, Shirley Greene, greenes@dcemail.harvard.edu, (617) 998-8557. A detailed statement of the suspected dishonesty along with copies of the examinations, papers, or assignments should be submitted in support of any charge. The student will be given the opportunity to review these materials and provide a written response. When submitting final grades, instructors must record an asterisk (*) in the grade column for the student, pending review of the case by the Administrative Board.

Consequences

In addition to warnings and exclusion from a course for academic neglect, students may face any of the following consequences for academic or behavioral violations:

- 1) Probation: A student may be placed on probation for violating any of the Standards of Conduct found in the Conditions of Participation Form they signed or in the Summer School's *Handbook for Students*. Probation is a formal action of the Administrative Board as well a serious warning to a student that any further misconduct may result in further disciplinary action, including a requirement to withdraw from the program.
- 2) Requirement to Withdraw: If necessary, you can recommend to the Administrative Board of the Summer School that a student be required to withdraw from the program. Such a student would receive a grade of RQ (Required to Withdraw), which is a failing grade, and be sent home. Before making such a recommendation, make sure that you have collected all the facts of the case, have discussed them with the student, and, if appropriate, have issued a prior written warning. A requirement to withdraw is appropriate when a student's behavior is unacceptable in the community, because of a serious violation of Standards of Conduct, cheating, plagiarism, or other serious violations of academic integrity.
- 3) Administrative Withdrawal: A student may be administratively withdrawn without an Administrative Board process, if his or her behavior poses a significant risk to the student or others or a serious disruption to the educational environment of the program. This measure would only be taken in consultation with the Dean of Students and the Dean of the Summer School. Administrative withdrawal is not a disciplinary action and may be accompanied by (partial) tuition refund; however, an incident that gives rise to an administrative withdrawal may subsequently result in disciplinary action.
- 4) Voluntary Decision to Withdraw: If a student decides to leave the program for non-disciplinary reasons, discuss the reasons with him or her, and ensure that s/he is aware of the consequences. The student must officially withdraw from the Summer School and should do so as soon as possible once the decision has been made. S/he may do that by completing a withdrawal form posted on the Admitted Students page of the study abroad website. There are very limited options for refunds once the program has begun; generally, a student should not expect to receive a refund at all if they are withdrawing after the first or second week of the programs. However, students have the right to appeal for exceptions to that policy. (See the Summer School's *Handbook for Students*.) The last day a student may withdraw is three days prior to the official program end date. A student who officially withdraws after the official program start date will receive a non-completion grade of WD (Withdrawal) for the two courses in which s/he has enrolled. Students facing serious disciplinary charges may not withdraw voluntarily, but are subject to review by the Administrative Board (as above).

Health and Safety

All programs should consider their safety and security needs in the early planning stages — and throughout the duration of the program. [Harvard's Global Support Services \(GSS\) website](#) contains in-depth resources for travelers, and staff are available to consult with prior to departure.

The GSS website contains a wealth of information and resources including the following:

- Risk Ratings
- Country-specific reports and information
- Information on registering your trip in the Harvard Travel Registry
- Information on Harvard Travel Assist and signing up for automated country specific alerts
- Information on visa requirements
- In-country health and safety checklist for trip leaders
- Recommendations for go bags and travel first aid kits

See the following sections of the website:

Travel Resources: <https://www.globalsupport.harvard.edu/resources>

Travel Tools: <https://www.globalsupport.harvard.edu/travel-tools>

Harvard Travel Assist

Program leaders and participants may call Harvard Travel Assist 24/7 for guidance any time they want help with a medical or security issue abroad: +1 617-998-0000.

Harvard Travel Assist provides medical and security advice and referrals and emergency evacuation services to eligible Harvard travelers abroad. To ensure access to these services, it is crucial that all international travel be registered in the Harvard Travel Registry. See below for information on the Travel Registry.

Harvard Travel Assist is not health insurance. Individuals must have their own health insurance policy.

The following Harvard Travel Assist services are available for eligible travelers (see eligibility details on the GSS website):

Medical Assistance Services

- 24-hour access to medical professionals who provide emergency and routine advice, medical information, referrals and emergency assistance
- Emergency medical evacuation
- Assistance with documentation for insurance claims
- Medical and dental referrals*
- Medical expenses guarantee and payment*
- Hotel arrangements for outpatient care*
- Arrangement of ground transportation and accommodation for accompanying family members*

- Dispatch of prescription medication and medical equipment*

Security Assistance Services

- Security advice for small and large scale events or issues
- Security evacuation assistance

Travel Assistance Services

- Legal referrals*
- Emergency message transmission*
- Lost document advice and assistance*
- Emergency translation services*

*These services may incur a charge to the traveler or their insurance if a third party is engaged to deliver services (health care providers, transportation, hotels, etc.).

Harvard Travel Registry

The [Harvard Travel Registry](#) aggregates international travel itineraries for Harvard students, faculty, and staff. It enables Harvard to more quickly provide you with medical or security assistance, if needed.

Each spring, the Harvard Summer School study abroad office will enter student and faculty travel in the Harvard Travel Registry. After you receive confirmation of this via e-mail from the Summer School study abroad office, you are required to verify and/or update your itinerary and two emergency contacts (one home contact and one in-country contact).

Once your trip has been registered, visit the Harvard Travel Assist website to create customized travel briefs and sign up to receive in-country email alerts.

Safety & Security

In addition to updating your itinerary in the Harvard Travel Registry, make note of the resources below to ensure you make the necessary preparations for your travel.

1. Have a Communications Plan.

Maintain a list of contact information for all program participants. This list should be easily accessible at all times and phone numbers should be programmed into your cell phone and printed out if possible. Test this list upon arrival and at least once during the program. Print out the GSS checklist.

2. Ensure all participants (including yourself) have the following emergency contact numbers easily accessible at all times and programmed into their cell phones.

- Your (the program director's) phone number
- Harvard Travel Assist (24/7): +1-617-998-0000
- Local emergency services (the local version of "911"); see the U.S. Department of State's Global 911 List
- US Embassy (or other relevant embassy)

As program directors you should also have the following Harvard emergency numbers:

- Operations Center (to reach the International Emergency Management Team): +1 617-495-5560
- Summer School Emergency Contact/Rob Neugeboren: +1 781-526-4292
- Harvard College Office of Sexual Assault Prevention and Response: +1 617-495-9100

3. Report all Incidents.

Any Harvard traveler who experiences or witnesses a serious medical or safety incident while abroad should report the event to help the University support the safety and security of the community.

Reportable incidents include illnesses, injuries, crimes of all kinds, missing persons, harassment, property damage, and natural disaster.

Immediately contact Harvard Travel Assist (+1 617-998-0000) in the following cases, even if the traveler is already getting help:

- new or worsened illness or injury that calls for attention of a medical professional
- arrest or detention of a Harvard affiliate
- violence against a Harvard affiliate
- missing Harvard affiliates

When should someone file an incident report?

After all urgent issues are addressed and preferably within 72 hours of the event, please report the incident to Harvard. Reportable incidents include illnesses and injuries (needing a health care professional), accidents, crimes of all kinds, missing persons, harassment, property damage, and incidents that forced a significant itinerary change.

If an incident occurred and you did NOT contact Harvard Travel Assist, you should file an incident report. How to file an incident report:

After all parties are safe, submit an incident report via the web form

<https://www.globalsupport.harvard.edu/travel-tools/incident-reporting> (Harvard ID and PIN required), or email globalsupport@harvard.edu with the subject line "Incident Report" and as much of the following information as possible in the body of the email.

WHO

- Individuals or groups involved in the incident.
- What is the individual's or group's Harvard affiliation?
- Are the involved parties participating in a specific Harvard program?

WHAT

- Description of what happened.
- Was it a medical or security incident, or both?
- Were there any factors that contributed to the incident (alcohol, weather, etc.)?

WHEN

- Date and time of the incident.
- What was the activity at the time of the incident (e.g. field trip, free time, research, etc.)?

WHERE

- Address where the incident occurred (be as specific as possible).

- Any relevant context about the location (e.g. in front of student's lodging, on street frequently traveled by students, etc.)

ACTION TAKEN

- What action was taken at the time (e.g. contacted Harvard Travel Assist, sought medical attention, called the police, etc.)?
- What action still needs to be taken (e.g. counseling for victim, replacing a stolen passport, etc.)?
- Lessons that might help others prevent incident in the future (e.g. locking doors, hiding money, identifying a different housing option, etc.).

CONTACT INFORMATION

- Contact information for individual reporting incident
- Contact information (if possible) for those involved in the incident
- May we contact you with questions or to request additional information?

Emergency Protocols

General Crisis Management

As noted above, before you go, take some time to think about security and safety for you and your students in your main location and any places you will visit on program excursions. Have an emergency plan in place and communicate it to your students. Set a meeting place in the event of an emergency.

If you need medical or security help while abroad:

1. **Call the equivalent of '911', if appropriate. Ensure student well-being. Seek immediate medical attention, if necessary.**
2. **Call Harvard Travel Assist at +1 617-998-0000 (worldwide, 24/7/365) for additional help, including non-emergency help.**
3. **Contact HSS/Rob Neugeboren at +1 781-526-4292.**
4. **Strongly advise student to inform parents.**
5. **Report the incident via GSS secure website if Harvard Travel Assist was not contacted.**

Missing Student

It can sometimes be difficult to determine when a group member is actually missing. Your first line of inquiry should be to speak with the student's roommate(s) and fellow participants about the student's plans and last known whereabouts.

If you determine that a student is in fact missing:

1. Call Harvard Travel Assist at +1 617-998-0000
2. Contact HSS/Rob Neugeboren at +1 781-526-4292.
3. Notify the local U.S. embassy or consulate, as well as the local police, if appropriate.

If you believe, but are not certain, that a student is missing, ALWAYS err on the side of caution and contact Robert Neugeboren at HSS to report what you know.

Sexual Assault

First and foremost, ensure the immediate safety of the survivor. Get the persons call back number and have them move to a safe location; then call them back. When the person is moving to a safe location call Harvard Travel Assist +1 617-998-0000. They will alert the GSS on call person, if necessary.

1. Ensure student well-being. Seek immediate medical attention, if necessary and appropriate. (Call the equivalent of '911', if appropriate. If appropriateness is unknown, Harvard Travel Assist can help).
2. Call Harvard Travel Assist at +1 617-998-0000 (worldwide, 24/7/365) for additional help, including non-emergency help.

When it is safe to do so:

1. Report the incident to the Summer School.
2. Reach out to other University resources for help:
Office of Sexual Assault Prevention and Response (OSAPR) +1 617-495-9100

The survivor will usually be very fearful and anxious, especially to touch, so physical contact is discouraged. Survivors go through three phases, and may approach you during any one of the three phases:

- Acute (immediate aftermath): the victim will usually have vacillating emotions including, shock, fear, numbness and anxiety.
- Outward Adjustment (weeks to months): the survivor displays a strong desire to return to normalcy; may be depressive, anxious and angry.
- Integration (months to years): the survivor is able to integrate the assault as part of their larger narrative. This stage may be reached either as a breakthrough, or by the passing of time.

Remember, there is no ‘normal’ reaction or outward presentation for a survivor - you will get emotions ranging from hysteria to joking.

Let the survivor direct the conversation as much as possible.

- Mirror the survivor’s language.
- Assure the survivor it was not their fault.
- Avoid ‘why’ questions.
- Offer the survivor choices.
- Don’t make promises you can’t keep.
- Offer expert assistance through the Office of Sexual Assault Prevention and Response, Harvard Travel Assist, University Health Services, Police.

Natural Disasters, Civil Disturbances, or Terrorism

Have an emergency plan in place and communicate it to your students. Set a primary and alternate meeting place in the event of an emergency. Provide a go bag checklist so students are prepared. If an emergency occurs:

1. See to the safety of all group members.
2. Call Harvard Travel Assist: +1 617-998-0000.
3. Communicate immediately with Rob Neugeboren as to the safety and state of health of all group members, the group’s location, plans, and when you will contact the Summer School again. Stay in close contact with the Summer School, and provide updates as available.
4. If necessary, contact the nearest U.S. embassy or consulate for more detailed situation information and relevant instructions.
5. Discuss the specific impact on the program with students and staff. This may include change of location, change in program schedule, cancellation of program, or shift in emphasis of program.
6. Encourage students to contact parents.

If some students decide to return home, assist in making the necessary arrangements.

Death of a Student

If you are the first person to receive notification of a death abroad, follow the steps below:

1. Gather as much information regarding the identity of the deceased and the circumstances of the death as possible from the person reporting it. Ask the person reporting the incident if anyone else from Harvard is involved and obtain their basic information. Make sure to obtain a call-back number. Keep a written log of the details reported. Note: if an emergency situation is ongoing at the scene, instruct the person reporting the incident to call local emergency services and/or Harvard Travel Assist immediately.
2. Call the Harvard University Police Department and the Harvard University Operations Center to report the death. HUPD is responsible for notifying the next of kin. The HU Ops Center will notify the University's International Emergency Management Team (IEMT) on-call person. The IEMT is led by the GSS safety and security team. An IEMT member will likely contact you to establish a line of communication.
3. Contact the appropriate parties within the Summer School. Depending on the circumstances, emergency funds may be needed to be approved to facilitate the university's response.

The university's Crisis Management Team and senior leadership will be notified via the Director of GSS.

After the student's next of kin are notified, communications from Harvard to the family should come from the school's Dean of Students, HR, or Faculty Affairs (or equivalent). The Summer School will work with the IEMT Core Team and HUPD to determine who that person will be.

Make sure to check in with other travelers who may be in the area. HUHS will be notified of the death and bereavement services will be coordinated as soon as possible.

Notify the IEMT Core Team on call person once contact with other travelers has been made and keep the team updated on any new developments. The IEMT on call person will provide updates as necessary on the response and may contact you with additional instructions depending on the circumstances. The on call person can always be reached through the Harvard University Operations Center +1 617-495-5560.

Death in a Student's Immediate Family

If the Summer School is informed of a death in a participant's immediate family, the Summer School will immediately report all available details to the program director. Depending on the family's wishes, either the program director will break the news to the student, or the family will phone. If the participant reports a death in his or her family to you, please inform the Summer School.

NEW PROGRAMS

Intro to Program Planning

When planning a new study abroad program, it is important to remember that **the preparation stage often ends up taking more time than Program Directors first anticipate**. General planning for a program should begin roughly **two years in advance** of the anticipated program start date. The planning phase will encompass several broad and overlapping categories of tasks and you should expect to meet with HSS staff several times during this process as your plans are refined. Keep in mind that it is good to be ambitious and aim for a variety of interesting curriculum components, activities and field trips to enrich your program and maximize the value of the study abroad setting. At the same time, it is also important to get a sense early on of how much logistical complexity is feasible for you to manage in the first year. Below are some of the critical questions you should be considering:

1) Structure and Curriculum

--What course(s) will the program offer? Will they differ significantly from their academic-year equivalent courses (intensive version? greater incorporation of host country-related content, etc.)? How will language and content instruction be balanced or integrated (if applicable)? Will the program include any non-classroom components (e.g. volunteering, fieldwork)? What will the course credit scheme be?

2) Hosting and Logistics

--Where will the program be hosted? Will the role of the host institution be limited to providing facilities for the program, or include broader collaboration? What facilities (lodging, classrooms, etc.) and services (visa documentation, transportation, special venue access, overnight trip organization, etc.) will be required?

3) Administrative and Legal

--What support staff (if any) will be hired, and what will their teaching and/or administrative responsibilities be? What form will the host institution contract negotiation process take? Do you have a clear sense of all the stipulations to be included in the contract? Have you communicated with HSS regarding contract drafting?

4) Budgetary

--How will the program achieve a balanced budget? Will you need supplementary funds to cover initial expenses (e.g. site visits)? If so, will you be applying for a PIFIE or other grant? What are their deadlines and requirements?

Useful Resources:

When beginning to plan your program, refer extensively to the HSS websites of existing programs to get a sense of typical curriculum structure, facilities usage, extracurricular activities, and other aspects of program operation and marketing.

The **Study Abroad Faculty Resources (SAFR)** website (summer.harvard.edu/safr) also contains a variety of useful information for reference, including sample proposal materials from previous years.

Program Proposal Packet

The initial planning phase, during which you should consider the above questions, will culminate in a comprehensive **Program Proposal Packet** which must be submitted to HSS no later than **March 1, 2017** (for programs expected to open in summer 2018). **Early submission is strongly encouraged**, as that will leave you more time to develop and fine-tune your program plans, as well as to address any unexpected challenges that may emerge, in cooperation with HSS. Proposals will be reviewed promptly by HSS once they are received.

A complete Proposal Packet will include the following:

1. **HSS Program Outline (see Appendix, p. 39)**

2. **Draft syllabi for each program course**

HSS will forward these syllabi to the appropriate department within FAS for review and confirmation of course credit status. While the syllabus or syllabi you submit do not need to be final drafts, they should be detailed enough to enable the relevant FAS department to make a determination about the role of the course within the department curriculum.

3. **A CV for each member of the instructional staff**

4. **Tentative HSS Program Budget (see Appendix, p. 45)**

A budget template in Excel is available to download on the [SAFR website](#). You are strongly recommended (but not required) to use this template. If you do use the template, feel free to expand on it as appropriate, or to include an explanatory document if there are specific issues you wish to make note of.

HSS will notify you in writing as to whether your program proposal has been approved. If it is approved, HSS will work with the designated faculty member(s) regarding the organization and administration of the program. **Be sure to familiarize yourself with the role of the Program Director (see the section of this Handbook).**

Program Planning Timeline

The following timeline offers a general view of the planning process for programs to be opened in summer 2019. Note that the exact timing and duration of specific components of your program's development may vary depending on a number of factors, including prior familiarity or collaborative history with your program host institution, how logistically ambitious your program design is, whether any unexpected challenges emerge, etc.

2017

Summer-Fall

- Communicate with HSS regarding general idea for program, get preliminary feedback
- Develop program academic and study abroad goals
- Consider host institution candidates; contact institutions, review preliminary responses
- **Late October:** Deadline to submit PIFIE grant proposal (if applicable, see section below for details) (Your PIFIE proposal can serve as a useful foundation for the **HSS Program Proposal Packet**)

2018

Winter-Spring

- Continue contact with host institution candidates, get better sense of their offerings, enthusiasm, limitations
- Initial site visits to host institution candidates, if possible
- **March 1:** Deadline to submit **HSS Program Proposal Packet (see above)**

Spring-Summer

- Make final decision regarding choice of host institution
- **Late August:** Deadline to submit content for HSS program website and marketing materials

Fall

- October: Deadline to submit Course Information Form(s) & Faculty Information Form(s)
- In-class announcements and departmental publicity, optional information sessions
- Student budget due; Finalized Program budget due
- HSS study abroad online applications open to students (early December)
- **First week in December:** HSS breakfast meeting (Admissions/Funding); HSS Study Abroad Fair

2019

Winter-Spring

- **End of January:** HSS program applications and OCS funding applications due; application review begins
- Mid-February: Program Directors inform all students of their admission status (accept, waitlist, reject)
- Mid-February: OCS informs all non-waitlisted students of their status (funded or not funded)
- Late February: HSS emails admitted students with important policy and procedures, waiver forms.
- March: Latest point by which contract details should be finalized; consult with HSS regularly for advice & review
- Mid-March: Deadline for students to pay the HSS program deposit
- **April:** Latest point by which program contract should be ready for HSS and host institution signature
- Individual program pre-departure meetings with students

PIFIE

The initial stages of planning a new program can be challenging from a budgetary perspective. As per HSS general policy, visits to potential host institutions cannot be paid for from HSS funds. In addition, the inaugural year of any program can present unexpected financial challenges—either due to lower-than-anticipated student enrollment that drives up the overhead-to-revenue ratio, or to extra expenses incurred on-site. Harvard’s President’s Innovation Fund for International Experiences (PIFIE) can be an extremely helpful source of supplementary funds for new HSS programs. You can learn more about PIFIE grant guidelines and application requirements here: <http://oue.fas.harvard.edu/icb/icb.do?keyword=k18059&pageid=icb.page542267>

Please note that PIFIE supports a wide array of international endeavors—not just HSS Study Abroad programs. **PIFIE will not fund any Study Abroad program without it first having received preliminary approval from HSS, so please be sure to communicate with HSS at the earliest stages of your program planning.**

The application for PIFIE funding is entirely separate from the HSS Program Proposal Packet (see above); however, bear in mind that the work you do in generating a detailed program proposal and budget request for PIFIE may be very closely related to content that you ultimately must produce as part of the HSS Study Abroad program planning process. It’s a good idea to view PIFIE as both a source of seed funds to get your program off the ground, and also as a way to start considering in-depth all of the aspects of the scope, operation, and curriculum content and goals of your program.

Although PIFIE will sometimes fund certain components of a program’s planned summer operating budget (as opposed to merely development/starting costs, e.g. for site visits), PIFIE grants are **not** renewable, so it is essential that **the program budget proposal you ultimately submit to HSS provide a clear plan for maintaining finances at the break-even level past the inaugural year, when PIFIE funds will no longer be available.**

Site Visits

Site visits are often an essential first step in identifying an appropriate base/host institution for your planned study abroad program. Site visits are likely to be focused on universities (for most programs), but may also include other venues that provide academic spaces, lodging, major program activity sites, etc. Consider the advantages of partnering with a university (all resources on a single campus), but don’t hesitate to also explore other venues that may supplement and enrich the program offering.

Avoid starting out with either too many site visit candidates (too much information to juggle, likely to limit depth of each site visit) or too few (closing off potentially superior alternatives).

Similarly, on each site visit, try to balance out “big-picture” considerations (how receptive does the host institution seem to be to our program plan? What is the overall feel of the campus/district?) with “little details” (where will students do their laundry? Are the classrooms well air-conditioned?). Both types of concerns are important.

As the program plan coalesces, several site visits may ultimately be warranted, either if complications emerge with a planned host, or additional facilities or other types of program needs or host offerings are identified.

Bear in mind that although personal/professional connections that you or an associated staff member have can be very helpful in starting and sustaining talks with a host institution, not all connections can ultimately be leveraged to

the extent initially imagined—sometimes, there are limits on what even the most sincere and enthusiastic contact knows or is able to achieve in getting the various components of their university bureaucracy behind a specific plan for a specific program.

Site Visit Evaluation

See **Appendix, p. 41** for a Site Visit Evaluation form, which includes an extensive list of questions that you should address as part of any preliminary site visit. Although this form need not be submitted formally to HSS, bear in mind that the answers to many of the questions posed will be very useful in both your HSS Program Proposal Packet, as well as subsequent program material you will need to generate, including your program website content and materials to distribute to students.

APPENDIX

2019 New Program Outline

Please fill in all the information specified below in as much detail as possible. Answers to open-ended questions should be typed separately and attached to this page. If there is any information you do not yet have, please note where appropriate, along with an estimated date by which that information is expected.

The Program Outline should be attached to your **Tentative Program Budget, Program Instructor CVs, and Program Course Syllabi** and submitted as a completed Program Packet to Matilda West (HSS) no later than **March 1, 2018** for programs projected to run in 2019.

1) **Program Title:** Harvard Summer School Program in _____

2) **Program Location:** _____

3) **Partner/Host Institution:** _____

- a) Partner/host institution contact person (name, position, phone or email):
- b) Student lodging (if provided by institution, specify type; if not provided, specify venue):
- c) Classroom arrangements:
- d) Other major facilities/services to be provided by host:

4) **Program Dates (dates students arrive/depart):** _____ to _____
Course Dates (dates course or courses start/end): _____ to _____

5) **Program Director:** _____

- a) Contact information:
- b) Will you be on sabbatical during either the fall or spring of the year preceding the program? **Y / N ***
*(Note: Directors **must** attend all HSS planning meetings and be available to manage program marketing and admissions review in the year preceding the program – see Handbook p. 9 for details of Director's role)

6) **Additional Faculty & Staff** (please include full title and institutional affiliation of each person, if known; if you are still reviewing candidates, please simply note the position(s) you intend to fill) (see Handbook p. 11 for details on Program Support Staff):

7) **Program Course(s)** (please list course title(s) and note whether the program will be structured as two 4-credit courses or one 8-credit course; attach a tentative syllabus for each course):

8) **Program Eligibility Requirements** (note course prerequisites, admissions requirements, e.g. interviews, recommendations or references; also note any physical demands or special circumstances that students should be aware of when applying):

9) **Program Daily Schedule** (this can be tentative; remember that each course must provide at least 35 contact hours, which does not include out-of-classroom activities/excursions):

10) Program Activities/Excursions (include both on-campus activities as well as local or regional field trips, excursions, etc. Specify which, if any, will be arranged through the host institution):

11) Host Country Special Circumstances (include information about visa requirements, specific security or health concerns, etc.):

12) Please provide a brief (1-2 paragraph) description of the program. Include an explanation of the relevance of the program location to the course objectives. What will the venue, program activities, or other program features contribute to the course goals?

13) Please attach 8-10 high-resolution photos of your host institution, local venues, etc. These can be your own, or chosen from Shutterstock (these can be submitted later, but will be needed for HSS marketing purposes by the summer preceding the program).

HSS Study Abroad Program

Site Visit Evaluation

I. Basic Information

Location (City and Country):

Host Institution/Site Name:

Date of Site Visit:

Names and Positions of Host Institution representatives with whom you met:

II. Facilities

Accommodations

- Type: Dormitory / Hotel / Homestay*
- Are the living facilities in good repair? What services and amenities do they provide (e.g. wi-fi, 24/7 concierge, refrigerators, maid service, laundry)?
- Are the accommodations integrated (locals and foreigners living together), or relatively removed from the local environment (e.g. foreign students' dormitory)?
- *If homestays are an option, how are the host families chosen and vetted?
- Do the accommodations include any meals?
- How will fees for the accommodations be assessed? Is a deposit required?
- Will you and any other program faculty/staff live with students, or elsewhere?

Classroom/Academic Space

- Where will classes be held?
- Are the classrooms of suitable size and type for program purposes?
- Is the building well-maintained, comfortable, and modern? What amenities (e.g. multimedia equipment, in-building maintenance/tech support) are available?
- How will your spaces be reserved? By the hour? By the day?
- Will you be sharing spaces with non-program groups? Will your reservation times be tight, with other groups needing to use the space immediately before or after you?

Administrative Space

- Is an office available for use (if your program requires one)? Where is it located? What equipment does it include (printer, photocopier, filing cabinets, etc.)?
- Is there any space that can be used for year-round storage of any program equipment or items (if needed)?

Campus & Student Life

- **Library:** Is the on-campus/local library good? Will students have full borrowing privileges? Access to online library resources/journals?
- **Cafeteria:** How is the food? Is it varied enough that students will want to eat there a lot? What number and types of other eateries are there on or near to campus?
- **Athletics:** Is the campus gym well-equipped? Are there other athletic facilities?
- **Technology:** Is there a campus tech support center? Is there reliable campus wi-fi?
- **Shops/Stores:** Is there a convenience store on campus? Where are the best places on or near campus for students to buy toiletries, electronics, and other daily-use items?
- **Banking:** Are there ATMs/bank branches on or near campus? Is the economy cash-based, or are U.S. credit cards widely accepted?
- **Campus Overall:** Is the campus compact or sprawling? Is it easy to navigate? Is it pleasant? How long does it take to walk between the accommodations, classroom, and other significant locations? Are shuttles or other modes of transportation available?
- **Campus Environs:** Is the neighborhood safe? What are its distinctive features (demographics, points of interest, economic focus, convenience, etc.)? Will students want to explore the local area, or is the campus relatively insular or remote?

Special Facilities

- Does the program have other facilities needs that the host can meet? What space will be used for opening and closing ceremonies? Any other special activities?

III. Logistics & Services

Program Activities

- What activities—on or off campus—(if any) will be organized by the host institution? Will the host institution be responsible for all aspects of these activities (transportation, ticket procurement, tour guides, supplies, etc.)?
- What activities—on or off campus—could you organize on your own? Are there significant cultural/historic sites nearby or accessible as part of an overnight excursion?

Transportation

- Does the nearest airport have direct flight service to the U.S.? If not, will you require students to take a specific flight to avoid confusion or delays?
- How far is it to the airport? Can the host provide shuttles to pick up and drop off students at the airport at the start and end of the program?
- Is the host site convenient to public transit? How will students typically get around town?

Visas & Documentation

- Are visas required for U.S. citizens for a stay equal to the duration of the program? What about for students from other countries? What sort of documents will the host provide in support of students' visa applications? What are the procedures for handling this? Will students need to complete and submit paperwork?
- What will the status of program students be (e.g. short-term exchange students)? Will the host issue students a campus ID or other form of personal documentation?

IV. Host Relations

Site Visit Impressions

- Do the people you met with represent all the institutional bureaus/interests that will be involved in approving and managing relations with the program? Are there other people with whom you will need to meet to handle significant components of program planning?
- Was your meeting cordial and straightforward? Did the representatives offer a good amount of useful information? Did they indicate particular views or constraints that may be relevant to the design and operation of the program?
- Did you get the sense that the institution as a whole is well-run, professional, and takes seriously its potential role as a host of a high-quality summer program?

Administrative Structure

- What office/bureau of the host institution will be responsible for managing relations with the program during the summer? Is there a specific person who will be your go-to contact on-site? Did you meet with this person?
- Which other administrative units will be relevant to program operation? Will you ever need to contact them directly, or can your go-to contact do so on your behalf?

Track Record/Reputation

- Has the institution collaborated with other U.S. universities in the past? Have they hosted programs of a similar quality, scale, and duration? Were they successful? Consider inquiring about this during your visit, as well as doing some research on your own.
- Is the institution able to operate freely, without concerns of state censorship or pressure?

Contract Process:

- What sort of contractual stipulations is the host most insistent on? What form will the contract negotiation, review, and approval process take? What time-frame for contract finalization does the host consider feasible?

V. Student Health

Medical Facilities

- **Campus/Local Clinic:** Is there one? Does it meet Western standards of care? What types of ailments/injuries can it treat? Does the staff speak English?
- **Hospitals:** Is there a hospital that provides Western standards of care within driving distance? If so, how long does it take to get there? If not, to where would a student need to be evacuated in the event of a medical emergency?

Environment

- **Air & Water Quality:** Is the air severely polluted? Would students with respiratory or other conditions have difficulty staying healthy? Is the tap water safe to drink? To cook with? If not, what arrangements can be made?
- **Climate:** Is the region prone to extreme weather in the summer (e.g. very high temperatures, sandstorms, cyclones, etc.)? Are facilities and infrastructure generally able to cope?
- **Endemic Diseases:** Are there any vaccinations students will need to have before traveling to the site? Are there any diseases common in the region for which there is no vaccination?

VI. Student Safety

- Is the campus safe overall? What are the general rates of violent and non-violent crimes? Is there a campus security force?
- Is the neighborhood safe? What are the general rates of violent and non-violent crimes? Are the local police ubiquitous and reliable?
- What precautions should students take beyond what they would in a typical American city?
- Where is the nearest U.S. embassy or consulate?
- Are there any ongoing or simmering political issues (major demonstrations, mass strikes, civil unrest) that may affect either the program site or planned regional excursions?

2017 HARVARD SUMMER PROGRAM IN _____		
Program Fee	(enter a suggested amount only after consulting with HSS)	
Student Number	(enter your enrollment target on the right)	
START-UP EXPENSES		
Site Visits	All site visit expenses MUST be covered by PIFIE or other external grant sources; HSS will not pay for site visits. For general reference, however, please enter estimated site visit costs here; these will not affect the final calculations below.	
	Travel	
	Lodging	
	Other (specify)	
	Site Visits Total	\$ -
OPERATING EXPENSES		
Per Student	Only enter items which are charged per individual student and are not covered through other payments; lump-sum costs should not be recorded here.	
	Accommodations fee (per student)	
	Meals covered by program (per student)	
	Course materials (per student)	
	Other (should be itemized)	
	Subtotal	\$ -
	Student Expenses Total	\$ -
Faculty & Staff	Positions may be added or deleted as appropriate. The per diem meal rate is fixed by HSS; contact HSS to find the applicable rate for your host country. Note that the rate will be adjusted to factor in meals covered as part of the program	
Director		
	Base salary	
	Accommodations fee	
	Transportation (airfare + local)	
	Per diem (meals)	
	Communications	
	Other (specify)	
	Director Total	\$ -
Additional Faculty	(if applicable)	
	Base salary	
	Accommodations fee	
	Transportation (airfare + local)	
	Per diem (meals)	
	Communications	
	Other (specify)	
	Additional Faculty Total	\$ -
TA/Coordinator	(if applicable)	
	Base salary	
	Accommodations fee	
	Transportation (airfare + local)	
	Per diem (meals)	
	Communications	
	Other (specify)	
	TA/Coordinator Total	\$ -
	Faculty & Staff Total	\$ -
Activities & Facilities	List only those which have flat fees; if your contract stipulates any per-student costs, list them above.	
	Classroom rental (if not included above)?	
	Field trip(s)? Longer excursions? Museum trips?	
	Outside speaker(s)?	
	Special venue rental?	
	Other (e.g. office supplies, special events, etc.)	
	Activities & Facilities Total	\$ -
	OPERATING EXPENSES TOTAL	\$ -
	REVENUE TOTAL	\$ -
	BUDGET SURPLUS	\$ -
ON-SITE CASH NEEDS		
	To calculate your cash needs, simply re-itemize here all expense items from above which cannot be paid by HSS directly via bank transfer. This always excludes faculty/staff salaries and payments made directly to the host institution. Expenses that commonly require cash payment include: meals not covered as part of accommodations fees, local transportation in areas where credit/debit cards are not accepted, honoraria/stipends paid to local (non-US citizen) lecturers/guides, etc. Your cash budget should also include a	

www.summer.harvard.edu

In accordance with Harvard University policy, Harvard Summer School does not discriminate against any person on the basis of race, color, sex, sexual orientation, gender identity, religion, age, national or ethnic origin, political beliefs, veteran status, or disability unrelated to job or course of study requirements in admission to, access to, treatment in, or employment in its programs and activities. Address inquiries regarding nondiscrimination policies to Robert Neugeboren, Dean of Students, (617) 495-1765, 51 Brattle Street, Room W-219, Cambridge, MA 02138-3722. In addition, inquiries regarding the application of nondiscrimination policies may be referred to the Office for Civil Rights, US Department of Education, 33 Arch Street, Suite 900, Boston, MA 02110-1491, (617) 289-0111; fax (617) 289-0150; TDD: (877) 521-2172; OCR.Boston@ed.gov.